Agriculture and Food Performance Plan

2001/02 - 2003/04

BRITISH COLUMBIA

Ministry of Agriculture, Food and Fisheries

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To obtain copies of the Ministry of Agriculture, Food and Fisheries' *Agriculture and Food Performance Plan 2001/02 - 2003/04*, please contact:

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STRATEGIC OVERVIEW 2001/02 - 2003/04

INTRODUCTION

The ministry has implemented a three-year performance planning process in response to provincial legislation (i.e., the *Budget Transparency and Accountability Act*), and in recognition that emerging trends, challenges and opportunities are often a long-term process. Plans will be reviewed annually and updated as necessary.

The ministry's three-year strategy is based on three key priorities: industry development, resource management, and agriculture risk management.

Industry Development

Industry development goals will focus on capturing growth opportunities in emerging sectors, and on maintaining the stability and growth potential of established sectors and regions.

Within the first year, in partnership with the federal government, the new Agri-Food Futures Fund will be established by the ministry to help specified emerging sectors organize themselves and develop plans outlining challenges and long-term opportunities. In the second and third years, the ministry will facilitate the development of detailed strategies for both traditional and emerging sectors, to help them secure funding sources and begin implementing the strategies.

Ministry projects to sustain and develop the established sectors will be carried out in partnership with the agri-food industry over the three-year plan. The projects will involve, in broad terms, helping the industry develop its strategic planning, implementing transition plans, delivering skills development programs, and improving access to management information. Certain sectors, such as the tree fruit industry, are continuing with a long-term revitalization strategy. Others, such as the vegetable sector, are involved in transition planning to accommodate changing markets. The greenhouse sector will focus

on strategies to deal with rising input costs, and others, such as the poultry sector, will continue to deal with strategies to improve marketing.

As well as helping the industry directly, the ministry will continue to contribute to improving industry competitiveness by working to streamline regulations at all levels of government.

Resource Management

Resource management goals over the next three years will focus on strategies to maintain agricultural access to land and water, maintain land and water quality, and support responsible stewardship practices by farmers and ranchers. An agriculture environment green fund will be established in the first year of this plan, and further developed and implemented in the second and third years. As well, work will continue with local governments to ensure that their bylaws are supportive of and do not hinder agricultural activities in farming areas. Responsible land use, water use and pest management practices will continue to be encouraged, through specific programs and information transfer.

Agriculture Risk Management

Agriculture risk management programs will help provide tools for farmers to manage unpredictable markets and natural weather hazards and disasters.

Risk management products (e.g., crop insurance, whole farm insurance, and others) will be made available for more crops – particularly for emerging crops. The Net Income Stabilization Account (NISA) program will be reviewed in 2001/02 and 2002/03 to ensure that its stabilization objectives for farmers are being realized. During this three-year plan, the Whole Farm Insurance Plan will be integrated with the new Canadian Farm Income Program to protect B.C. farmers against disastrous market or weather events.

As well, programs will protect animal and plant health, promote human health, farm safety, food safety and food quality. Animal and plant health programs will be continued, particularly in ensuring that the quality and safety of the products are at the highest level for consumers. On-farm production safety standards and food safety and quality standards will be developed in concert with national systems and protocols in support of human health,

maintaining access to retail outlets, and improving trade opportunities. The *Agri-Food Choice and Quality Act* will be available to help producers and processors target specialty markets.

Programs to protect B.C. from invasive pests, such as the gypsy moth, codling moth, and noxious weeds, will be implemented as needed to protect the industry and the environment. Programs will continue in conjunction with other agencies to improve farm safety and conditions for farm workers.

Vision

We believe that a strong and healthy agri-food sector is vital to the economy, the environment, and the future of British Columbia. We envision a future in which industry, consumers and government are committed to ensuring secure, safe and high-quality agri-food products for British Columbia.

Mission

To foster the socioeconomic viability and sustainability of the agriculture and food sector throughout British Columbia.

Values

The ministry is committed to the following values in pursuit of this mission:

- Planning and delivering government services in a cost-effective and publicly accountable manner.
- Providing responsive, courteous and professional service of high quality to clients.
- Building and maintaining among ministry personnel an effective spirit of teamwork and cooperation based on trust, integrity, flexibility, innovation, social equity, and equality of opportunity.

Environmental Scan

British Columbia's agriculture industry continues to show steady growth in farm cash receipts, net income, and total employment. Farm cash receipts in 2000 could surpass $2 billion for the first time. Despite higher expenses, net farm income is also expected to be higher than in 1999. The B.C. agriculture industry remains among the most diverse agriculture industries in Canada, producing more than 200 commodities under a wide range of conditions.

The ministry is actively continuing its role of supporting a self-sufficient agri-food industry in B.C., in response to three major challenges facing the industry:

- the trend toward market globalization and rationalization,
- greater competition to meet changing consumer preferences, and
- mounting pressure along the urban/rural interface.

Industry partnerships and public awareness of the value of agricultural activities are essential ingredients in reaching full productivity, boosting profitability, and ensuring long-term sustainability. Specifically, ministry staff are working with industry, rural communities, First Nations, all levels of government, and other partners to accomplish goals based on the following conditions in the agri-food business environment:

Challenges include:

- rising input costs – particularly energy,
- the need to change attitudes toward risk management in dealing with the unpredictability of growing conditions – such as hail, drought, flooding, disease and insect infestation – or market declines,
- new regulatory requirements facing many sectors,
- new rules under international trade agreements,
- increasing public concerns about the safety and quality of water and food products and the way they are produced,
- anticipating changing consumer preferences,
- meeting public demand for environmental sustainability and accountability,

- dealing with greater competition and freer trade within an increasingly global marketplace, and
- resolving with minimal conflict the increasing pressure, including urban encroachment, on land and water resources.

Opportunities include:

- developing new products and specialty markets (e.g., organics, nutraceuticals and agroforestry) and the expansion of exports (e.g., greenhouse products and beef),
- natural resource strengths, including more intensive use of the Agricultural Land Reserve,
- making better use of small-lot enterprises,
- increased market access through community or regionally based production and promotion,
- capturing intense and widespread loyalty for B.C. products,
- using natural competitive strengths (e.g., B.C.'s international reputation for quality products),
- expansion and refinement of value-added processing, and
- direct farm marketing, on-farm processing, and agri-tourism.

Links to Government Priorities

The provincial government's priorities are to strategically invest in activities that benefit British Columbians, their families and communities, the environment, and the economy. Agriculture and Food's goals and work directly support those priorities.

The government of British Columbia is working to support today's families.

- Stability and self-reliance in business translate directly to increased community options in other areas. Primary safety net programs (e.g., the Net Income Stabilization Account and the Crop Insurance and Whole Farm Insurance programs) are designed and adapted to minimize financial risks to producers, which will help build a sustainable economic base for farming and ranching families in communities throughout B.C. A sound production base attracts industrial development, supports jobs in the processing and

retail sectors, and reduces demands for ad hoc financial assistance.

- In addition to ongoing industry development, resource management, and agriculture risk management strategies, a Rural Development Office was established in 2000/01 to foster long-term prosperity and liveability for British Columbian families living in rural communities.
- By regulating parts of the agri-food sector, B.C. Marketing Board (in its supervisory capacity) and Farm Practices Board programs help build economic stability in large sectors of the industry. The result is a stronger economic base for families in rural communities.

The government of British Columbia is working to expand educational opportunities for everyone.

- Agriculture and Food projects for skills and technical development, improved access to management information, and community-led initiatives all contribute to personal and social advancement without discrimination.

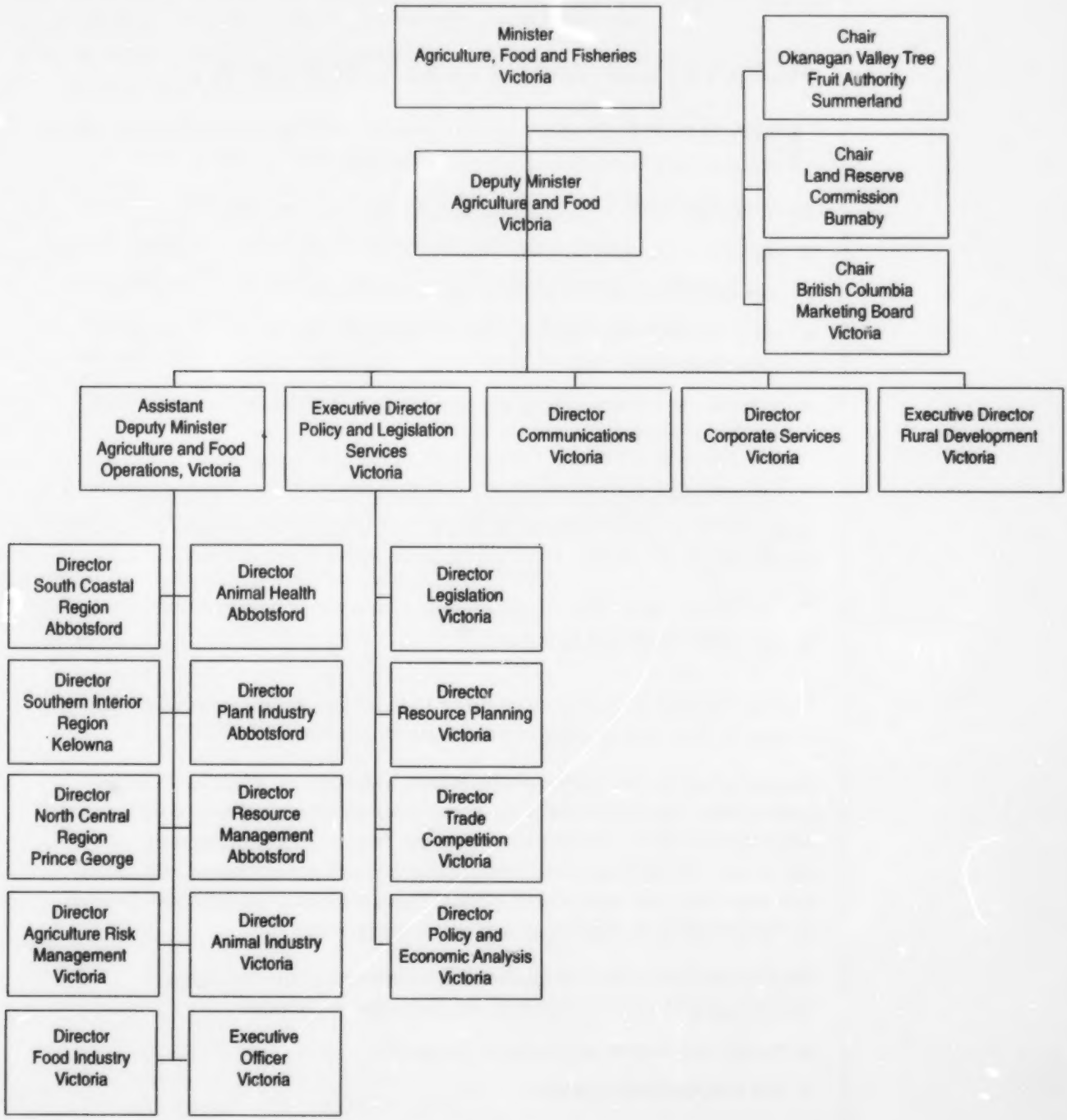
The government of British Columbia continues to support a greener society by protecting our environment.

- Under its industry development and resource management strategic priorities, Agriculture and Food objectives foster improved environmental stewardship. Agriculture and Food's continued work with industry – on responsible land and water use, and environmentally sustainable pest management and farm practices – directly encourage a greener society.
- The work of the Land Reserve Commission also supports environmental protection.

The government of British Columbia is working to grow and diversify the economy.

- In both its corporate and operational capacities, Agriculture and Food continues to focus on initiatives that make more strategic use of B.C.'s agricultural resources, and encourage and help strengthen industry self-reliance.
- Agriculture and Food pushes forward in areas such as direct farm marketing, niche market production, and agri-tourism, which continue to diversify the industry, present viable opportunities, and produce results.

ORGANIZATION CHART



GOALS, OBJECTIVES AND PERFORMANCE MEASURES

AGRICULTURE AND FOOD OPERATIONS

This plan for the ministry's Agriculture and Food Operations Division covers three fiscal years: 2001/02, 2002/03, and 2003/04.

Division plans are developed to achieve four broad outcomes:

- growth in emerging sectors,
- core established sectors that are stable and diverse,
- environmental responsibility and sustainability while keeping farm operations viable, and
- reduced risk to farm operations caused by uncontrollable natural events, disease, or market downturns.

The Agriculture and Food Operations Division's performance planning is organized by ministry strategic priorities (i.e., industry development, resource management, and agriculture risk management), under two business areas:

- Agriculture and Food
- Agriculture Risk Management

The Operations Division is made up of 10 branches, which collectively deliver a range of programs to support the ministry's priorities.

Program areas include regional operations, industry (i.e., plant and animal commodities) development, animal and plant health, regulatory enforcement and administration, resource management, farm practices protection, agriculture risk management, food industry, youth development, education and awareness, and agricultural labour. These programs are delivered through 16 district offices located in all regions of the province.

The Operations Division implements performance plans through a wide-ranging "toolkit" of services and expertise. It includes:

- health and disease management programs,
- risk management programs,

- inspection and regulatory services,
- technology transfer and information development and delivery in print/electronic formats, workshops, conferences and seminars,
- providing advice to producers and related interests on production, stewardship and marketing,
- working with industry, other interests and government agencies to address and resolve challenges facing the agriculture and food sectors,
- helping producers and sectors organize and undertake strategic planning,
- promoting investment in the agriculture and food sectors,
- providing or funding human resource skill development programs,
- helping producers and organizations access provincial and federal development funding, and
- supporting research and development.

Growth is measured against Statistics Canada data for each targeted sector, for the number of farms and for farm cash receipts. Each program initiative has specific performance measures set by the ministry to assess the program's effectiveness in maintaining the sector's economic contributions. Statistical evidence is often not possible, so performance will be measured by the number of industry development and resource stewardship initiatives completed or adopted.

Business Area: Agriculture and Food

Budget: $32.8 million for 2001/02

Strategic Priority: Industry Development

Goal: To capture growth opportunities in emerging sectors, niche markets, and geographic areas, and maintain the stability and realize the growth potential of established agricultural sectors and regions.

Objective 1: Support emerging sectors as they grow and develop.

Key Strategies

- Help industry identify new growth opportunities and emerging markets by establishing appropriate industry partnerships or organizations, and facilitating strategic planning and access to funding in the following target areas:
  - direct farm marketing as an alternative to traditional wholesale/retail systems,
  - First Nations that have significant agricultural growth capability,
  - organic production as an established production system,
  - small-lot/small-scale agriculture, to capture the significant latent agriculture potential of the numerous smaller landholdings and part-time farming enterprises,

Performance Measures

Output measures

- Strategic plans are in place for the target sectors. The target is to have all of the strategic plans in place by 2003/04.
- Business assessments, consultation, workshops, seminars and studies are carried out, and information is provided to potential clients on an ongoing basis, measured by monitoring the number of attendees at workshops, the number of seminars and studies completed, and the number of responses made to requests for information.
- New industry organizations or partnerships reflecting the targeted sectors are established.
- As many as 15 Agri-Food Futures Fund steering committees are in place and operational during 2001/02.

Key Strategies	Performance Measures
▲ nutraceuticals, to capture the opportunity for B.C. products in the marketplace, ▲ specialty crops or livestock, to capture niche markets or develop the recognized potential of specific new opportunities, ▲ agro-tourism, to complement existing agricultural businesses, ▲ agroforestry, to provide additional farm income opportunities on farm operations, and ▲ community or regionally based agriculture, to make the best use of regional advantages in production and/or market access.	▲ Targeted industry organizations have development trust fund programs in place by 2003/04, and funding sources are secured according to the strategic priorities identified. ▲ A baseline is developed to track the number of new partnerships and companies formed in the agriculture and food sectors.
▲ Provide information, skills development, and training opportunities for small and emerging food processing companies.	▲ Workshops, seminars and information products are developed and provided on a yearly basis. ▲ A distance education training project on small-farm value-added strategies is developed and being used by producers by 2002/03. ▲ A baseline on value-added is developed to measure changes over the three-year period: the target is a 10 per cent increase in valued-added products processed in B.C., as measured by the value of B.C. agri-food shipments according to B.C. Stats data.

Key Strategies

Performance Measures

Outcome measures

- Statistics Canada data on farm cash receipts in each sector demonstrate increased growth.
- Statistics Canada and B.C. Stats data show an increase in:
  - the value of food and beverage shipments,
  - the value of processing of non-traditional commodities and value-added products, and
  - investments in technological improvements.

Objective 2: Support established sectors as they grow and develop.

Key Strategies

Performance Measures

Output measures

- Support the development of and implement transition plans for the tree fruit industry, Vancouver Island agriculture, and the Peace River region.
  - By the end of 2003/04, development or transition plans are in place for the targeted sectors in B.C.

- Work with the Ministry of Labour to ensure that workforce regulations continue to reflect seasonal needs for crop harvesting and livestock management.
  - A labour-access strategy, as monitored by the Ministry of Labour, is in place to help ensure adequate labour for agricultural needs, particularly in the hand-harvesting sectors.

Key Strategies	Performance Measures
▲ Improve access to management resources by developing electronic information systems and sources.	▲ By the end of 2003/04, 40 per cent of the agri-food industry is served by electronic systems.
▲ Support strategic planning and technology transfer to help certain sectors respond to industry development options, critical health issues, market opportunities, and constraints, including: ▲ apiculture – bee health and disease, and bee products, ▲ greenhouse vegetable – energy costs, ▲ field vegetable and potato – quality assurance, pest and disease management, change management, and marketing, ▲ floriculture – energy costs, and marketing, ▲ nursery – export markets, and disease and pest management, ▲ mushroom – production techniques, compost supply, and marketing, ▲ berry – labour management, and disease and pest management, ▲ tree fruit – revitalization through replanting of high-return varieties, ▲ grape and wine – market penetration,	▲ By the end of 2003/04, 75 per cent of planned industry development initiatives are completed. ▲ By the end of 2003/04, 25 per cent of the agri-food industry has product identification or certification programs in place, in response to market opportunities identified in the strategic planning process. ▲ During 2001/02, six distance education initiatives are underway or completed with the Open Learning Agency and receiving positive feedback. Planning is underway for additional projects during 2001/02, for implementation during 2002/03 and 2003/04. ▲ By the end of 2001/02, four Canada-British Columbia Farm Business Management Program initiatives are completed and receiving positive feedback. ▲ Strategies are in place for the specialty poultry sector, with a target industry growth of 25 per cent over a three-year period, based on marketing board data. ▲ The national Beef Industry Development Fund is renewed for

Key Strategies	Performance Measures
▲ grain and oilseed – diversification and processing, ▲ forage and range – sustainable production and use of resources, ▲ beef – cyclical markets, and access to Crown range and water resources, ▲ dairy – herd health, production costs, marketing/pricing, food safety, and waste management, ▲ poultry and egg – regional production and marketing, niche and specialty markets, and exports, ▲ hog – waste management, value-added products, and regional production, ▲ sheep – production technology, and marketing, and ▲ skills development – improve skills in both labour and management through the Agriculture Workforce Policy Board, youth development, distance education, and farm business management initiatives.	another five years by five provinces and the federal government. ▲ By the end of 2003/04, as a result of continued development of technological infrastructure in the food processing sector, there is a measurable increase in the number of companies assisted, new products developed, and new marketing channels identified, based on a survey of B.C. companies.
▲ Increase consumer awareness of B.C. agri-food products through support for the Agriculture in the Classroom Foundation, 4-H, Buy BC, and community-level awareness events.	▲ Within B.C., 80 per cent of the public are aware of and recognize the Buy BC logo and B.C. agri-food products.

Key Strategies

- Support investment promotion initiatives to attract investment capital to help the agri-food industry take advantage of opportunities for growth and development.

Performance Measures

- There is a measurable increase in investment in business machinery and equipment in the B.C. agri-food industry, including the food processing sector.

Outcome measures

- Statistics Canada data on farm cash receipts and exports in each sector show an increase in sector performance over a three-year period.
- There is a continuing upward trend of B.C. consumers buying B.C. agri-food products, based on ongoing tracking of results by independent management consulting firms.

Strategic Priority: Resource Management

Key Strategies

- Maintain the Partnership Committee on Agriculture and Environment and develop regional partnership committees to provide a single table for discussing and resolving issues such as nutrient management, ditch maintenance, riparian management, and water conservation.

Performance Measures

Output measures

- Regional committees are established on Vancouver Island and in the Lower Mainland by the end of 2001/02.

Key Strategies	Performance Measures
▲ Implement an agriculture environment green fund to increase environmental sustainability (e.g., the Agriculture Environment Green Fund).	▲ An agriculture environment green fund is operational.
▲ Implement wildlife damage prevention, compensation and mitigation initiatives to minimize the effects of wildlife on agriculture.	▲ A wildlife management program is put into place, which helps reduce the economic impact of wildlife on agriculture production.
▲ Participate in strategic land-use planning and implementation to ensure continued access to Crown land and water resources that will meet the future development needs of the agriculture sector.	▲ Agricultural resource capabilities and interests are identified on an ongoing basis for the remaining Land and Resource Management Plan planning tables. ▲ Areas of Crown land are identified and designated for future agriculture development. ▲ New Crown land agriculture leases are secured within a three-year period.
▲ Sustain and increase grazing opportunities and improve ecosystem health by reversing forest encroachment and ingrowth, through developing and implementing a government-wide forest encroachment management plan, with particular emphasis on the Cariboo and Nelson forest regions.	▲ By 2002/03, government-wide forest encroachment policies are adopted in the target regions, and initiatives are in place to minimize the loss of grazing land to forest encroachment. ▲ Between 2001/02 and 2003/04, there is a decrease in the current annual rate of ingrowth of 0.2 per

Key Strategies	Performance Measures
	cent and encroachment of 0.3 per cent in the targeted regions (e.g., the Cariboo Forest Region has 9,000 hectares per year ingrowth and 575 hectares per year encroachment).
▲ Maintain and enhance Crown range resources and livestock grazing opportunities (i.e., through delivery of the Grazing Enhancement Fund Program), while supporting environmental and conservation values.	▲ As land-use plans that sustain Crown range use are completed on an ongoing basis by government/stakeholder planning tables, development projects are put into place under the Grazing Enhancement Fund Program. ▲ The number of tenured grazing units is stable or shows no net loss between 2001/02 and 2003/04 (i.e., the 936,000 animal unit months of forage authorized by the Ministry of Forests remains stable).
▲ Continue implementing the *Farm Practices Protection (Right to Farm) Act* and deliver the Strengthening Farming Program, which includes supporting municipal bylaw reviews, rural/urban conflict management, and development and implementation of agricultural plans.	▲ Local government bylaws are reviewed as required. ▲ From 2001/02 to 2003/04, 90 per cent of nuisance complaints are resolved. ▲ Local governments have agricultural advisory committees and processes in place to develop agricultural plans, and the number of plans will double, from the current 15 to 30, over the course of three years.

Key Strategies	Performance Measures
▲ Ensure that agri-food interests are protected and enhanced during implementation of the *Fish Protection Act* and other environmental legislation.	▲ During relevant inter-agency discussions on sensitive stream designations, the ministry provides analysis and recommendations to support fish enhancement and benefit farmers. ▲ Every three years, the ministry reviews farmers' voluntary compliance with the riparian management practices outlined in streamside directives.
▲ Participate in government policy development on water quality and on groundwater legislation.	▲ Technical information is delivered, as needed, to watershed planning tables for the analysis of agricultural byproducts for watershed plans, or for the drinking water protection plans now being developed by government.
▲ Improve access to water for livestock and irrigation through on-farm conservation and watershed planning.	▲ Actively participate in watershed planning with the Ministry of Environment, Lands and Parks, to ensure that agricultural interests are addressed. ▲ More farmers are adopting water conservation practices, such as irrigation scheduling and trickle systems, as measured by routine monitoring of water-use assessments (e.g., recording water use and use of metres) and interaction with farmers.

Key Strategies	Performance Measures
▲ Continue implementing environmental farm plans, in conjunction with producers, regions and agencies, to improve the environmental sustainability of the industry.	▲ More commercial farmers and ranchers have environmental farm plans in place: the targets are a total of 10 per cent in 2001/02, 20 per cent in 2002/03, and 30 per cent in 2003/04.
▲ Increase access to environmentally friendly pesticides.	▲ Industry pesticide committees are established and functioning, resulting in more environmentally friendly pesticides being developed and registered by Health Canada, and in greater use of those pesticides by producers.
▲ Provide information on responsible pesticide management and use, and contribute to the technology transfer of integrated pest management (IPM) information to maximize environmental protection, product quality, and safety.	▲ Production and technology advice on IPM are provided to producers. ▲ There is an increase in the number of farmers using IPM and the number of hectares under IPM use.
▲ Continue to support the Sterile Insect Release (SIR) program in the tree fruit industry to ensure that it meets the objective of reducing dependence on organo-phosphate chemicals and contributes to improvement of the environment.	▲ SIR targets are achieved on an intermediate basis during the three-year period, with program targets of more than 95 per cent codling moth control and zero damage in the target areas by the end of the program in 2005.

Key Strategies

- Participate in the First Nations treaty negotiation process.

Performance Measures

- Agricultural resource capabilities and interests are identified, effects are analyzed, and policies are developed and provided to the government negotiators for every treaty negotiation.

Outcome measures

- There is a greater environmental awareness among farmers and ranchers, as measured by an increase in the number who have an environmental farm plan in place.
- More local governments have:
  - bylaws that are favourable to agriculture,
  - permanent agriculture advisory committees to ensure agriculture is fairly considered, and
  - agricultural plans in place or being developed.
- More environmentally friendly pesticides are used in agricultural production, which helps to improve both the environment and the safety of agri-food products.

Business Area: Agriculture Risk Management

Budget: $20.2 million for 2001/02.

Strategic Priority: Industry Development

Goal: To minimize risks to farmers from natural disasters, weather hazards, disease, pests, and erratic markets, and prevent the need for ad hoc government financial assistance.

Objective 1: Stabilize farm incomes against weather and market-related risks that are beyond the control of the farmer.

Key Strategies

- Deliver four national safety net programs – the Whole Farm Insurance Program, the Agriculture Income Disaster Assistance program, the Crop Insurance Program, and the Net Income Stabilization Account (NISA) and companion programs – and adapt these programs as required to respond to changing industry needs.

Performance Measures

Output measures

- Participation is increased and targets are met in the Crop Insurance Program, as measured by the:
  - amount of ad hoc payments made,
  - percentage of income stabilization program participants realizing 70 per cent of their five-year average,
  - premiums revenue,
  - value and percentage of eligible crops covered,
  - ratio of loss claims to premiums, and
  - administration costs as a percentage of premiums.
- Risk management products are available for more crops, particularly emerging crops.
- Actions are in place to develop,

Key Strategies	Performance Measures
	test and evaluate alternative production risk-management products over the three-year period, resulting in improved income stability for producers. ▲ Adjustments are made to the Whole Farm Insurance Program over the three years to integrate it with the Canadian Farm Income Program.
▲ Review the NISA program to ensure that its stabilization objective is being realized.	▲ The NISA program is reviewed in 2001/02 and 2002/03, and recommendations for improvements or changes are provided to the appropriate agencies.
▲ Re-insure Crop Insurance Program coverage.	▲ Options for re-insurance of the Crop Insurance Program are completed, and re-insurance is in place.
▲ Coordinate the agriculture and food components of the Provincial Emergency Program plans.	▲ Effective emergency plans for agriculture and food are completed with the Provincial Emergency Program, and adjusted yearly, as needed.
	Outcome measures ▲ Income is more stable among B.C.'s agriculture sector, as measured by Statistics Canada data between 2001/02 and 2003/04.

Key Strategies	Performance Measures
	▲ The provincial government has to provide no ad hoc financial assistance to the agri-food sector. ▲ In the event of a disaster, B.C. agriculture is able to recover more quickly and effectively.

Objective 2: Protect the health of animals and plants from disease and pests.

Key Strategies	Performance Measures
	Output measures
▲ Provide an accredited, full-service veterinary diagnostic laboratory for the B.C. livestock industry.	▲ Animal Health Centre diagnostic services – including pathology, toxicology, bacteriology, virology, and nutrient analysis – are delivered on demand to B.C. producers and veterinarians.
▲ Provide animal health management information to producers, and carry out surveillance and investigations, as necessary, in response to threats of outbreaks of animal disease.	▲ Monitoring is done on the basis of laboratory submissions and direct contact with the livestock industry, and investigations and inspections are completed as needed, in response to disease issues. ▲ Seminars, media articles, and investigation reports are provided to livestock producers on an ongoing basis and in response to disease situations. ▲ The ministry sponsors and participates in a joint seminar on April 23, 2001, with the Canadian Food Inspection

Key Strategies	Performance Measures
	Agency to increase awareness among producers, veterinarians, and public health agencies about foreign animal diseases.
▲ Provide crop protection management information to growers and carry out surveillance and investigations, as necessary, in response to indications of new diseases or increased incidence of existing disease or pest infestations.	▲ Monitoring is completed as needed, and information is provided to crop producers on an ongoing basis.
▲ Provide a plant health diagnostic laboratory service to help minimize or prevent the introduction or spread of plant diseases.	▲ Plant diagnostic health services, including disease identification and control information and recommendations, are delivered to producers on demand.
▲ Support research, development and implementation of: ▲ new diagnostic testing for animal and plant diseases, and ▲ innovative pest-control technology.	▲ Diagnostic procedures are in place and are continually improved and updated for the early detection, containment and management of animal and plant diseases and pest outbreaks. ▲ Long-term gypsy moth management strategies are developed and implemented, in cooperation with other government agencies (e.g., the Ministry of Forests, the Ministry of Environment, Lands and Parks, and local governments).
▲ Provide a fish health and reporting program, through an agreement with BC Fisheries.	▲ A fish health surveillance and industry auditing program is underway.

Key Strategies	Performance Measures
▲ Issue operating licences or permits, in accordance with ministry legislative requirements, to specified producers, agencies, and health practitioners to ensure compliance with health regulations.	▲ Licences are issued on a yearly basis.
▲ Provide weed-management grants to local governments or industry groups, for weed-control program coordination, to help minimize the spread of noxious and invasive weeds.	▲ Weed-control grants are issued on a yearly basis.
▲ Implement animal welfare initiatives – including developing animal welfare information and awareness programs, disseminating information and facilitating training by other agencies – to ensure proper farm animal care.	▲ Information is routinely provided to livestock producers on proper farm animal management and handling, and a current knowledge base of issues and solutions is developed. ▲ The ministry is represented on the advisory committee to the Chair in Animal Welfare at the University of British Columbia.
	Outcome measures ▲ Information provided to the public on fish health helps increase public confidence in salmon aquaculture, as indicated by fewer public expressions of concern. ▲ Existing animal and plant diseases and pests are successfully managed (i.e., there is zero

Key Strategies	Performance Measures
	spread), and the introduction of new diseases, noxious weeds and pests is controlled, minimizing the negative effects for B.C. agri-food producers.

Objective 3: Protect human health and promote farm safety.

Key Strategies	Performance Measures
	Output measures
▲ Implement programs to minimize or prevent transmission of disease from animals to humans. (i.e., zoonotic diseases).	▲ Potential human health hazards are identified immediately, as determined by monitoring procedures, and information is provided quickly to all appropriate producers.
▲ Develop and implement new testing protocols for specific diseases that are important to human health.	▲ Rapid and accurate diagnoses are made of diseases that are communicable to humans, and public health officials are immediately notified at the time of diagnosis or when isolations are made.
▲ Improve communications with human health authorities.	▲ Reporting procedures and contacts with public health authorities are standardized to provide accurate information at the time of diagnoses of diseases in animals that may be transmissible to humans

Key Strategies	Performance Measures
	▲ The ministry collaborates with provincial public health agencies on delivering a half-day workshop on zoonotic diseases. ▲ Protocols are established for government's role in food safety and food quality issues, as a result of work with the Ministry of Health, the B.C. Centre for Disease Control, and other Ministry of Agriculture, Food and Fisheries branches.
▲ Monitor on-farm-milk production through random inspections and safety and quality investigations.	▲ A database of findings from random inspections is available, to ensure that the quality of B.C. milk remains at the highest level for consumers.
▲ Support and implement national food safety programs and mechanisms, such as the development of on-farm Hazard Analysis and Critical Control Point (HACCP) System standards.	▲ Technical information is provided to farm and industry groups to help them develop their own voluntary, on-farm HACCP-based safety programs. ▲ Initially, awareness programs are conducted to raise farmer awareness of the benefits of on-farm HACCP System standards; the target is to launch pilot programs with at least two key sectors over the three-year period. Currently, no farm organization or producers are employing effective on-farm HACCP System standards. ▲ Strategies and programs are developed through participation

Key Strategies	Performance Measures
	on the Federal/Provincial/ Territorial On-Farm Food Safety Committee.
▲ Support the Farm and Ranch Safety and Health Association (FARSHA) and the 4-H community in delivering farm safety programs to reduce farm accidents.	▲ In conjunction with FARSHA, the 4-H community, and other agencies, the ministry's Youth Development Program and other staff help promote and deliver five or more farm safety training programs each year to producers, and farm safety training videos and materials are provided to farmers on a loan basis.
▲ Support the efforts of the Agriculture Workforce Policy Board and the Ministry of Labour to develop worker safety and human resource development initiatives.	▲ In conjunction with other ministries, programs are developed over the three-year period which: ▲ match available workers with farm employers who need workers, ▲ develop farm worker skills, and ▲ ensure safe conditions for workers on farms.
	Outcome measures ▲ There is increased awareness and recognition of zoonotic diseases in B.C., as reflected in reduced incidences of transmission. ▲ There are fewer accidents on

Key Strategies	Performance Measures
	farms, and a decrease in the number of Workers' Compensation Board (WCB) claims between 2001/02 and 2003/04, from the current 770 annually. ▲ There is a reduction in WCB rates paid by certain B.C. farmers (e.g., from the current rate of between 7 per cent and 8 per cent of total payroll, down to between 2 per cent and 5 per cent).

Objective 4: Maximize the quality and safety of food products supplied by British Columbia farm operations.

Key Strategies	Performance Measures
	Output measures
▲ Develop regulations to apply and enforce provincial food safety and quality legislation.	▲ Regulations are developed and reviewed on an ongoing basis. ▲ Investigations of suspected violations are carried out.
▲ Participate in the on-farm food safety framework for the recognition of on-farm food safety programs.	▲ A recognition framework is developed, through participation on the Federal/Provincial/ Territorial On-Farm Food Safety Committee.
▲ Support the development of food safety and food quality programs for provincial agriculture industries.	▲ New voluntary food-quality standards are developed and implemented by the agri-food industry.

Key Strategies

- Change the provincial Veterinary Drug and Medicated Feed Regulations to harmonize with veterinary drug regulations across Canada.
- In conjunction with Health Canada, develop and implement a monitoring program for the use of medicated feed in livestock production in B.C.

Performance Measures

- The Veterinary Drug and Medicated Feed Regulations are harmonized with similar regulations in other provinces.
- A database is established that shows the level of medicated feed use in livestock production in B.C.

Outcome measures

- Few or no food quality issues are raised by the public to the livestock industries.
- There is an increase in public satisfaction with B.C. food products, as indicated by public opinion surveys and media reporting.
- There is responsible farmer use of veterinary drugs and medicated feeds in B.C., as measured by a reduction in the number of violations of the Veterinary Drug and Medicated Feed Regulations.

POLICY AND LEGISLATION SERVICES

Policy and Legislation Services plays a vital support role within the Ministry of Agriculture, Food and Fisheries. Its core functions include taking part in federal/provincial negotiations, policy issue analysis, representing the ministry at key intergovernmental forums, and maintaining a documented policy framework, an effective legislative base, and an information base on the agri-food sector and its resources. Branch staff also contribute program expertise in trade, regulated marketing, First Nations treaty negotiations, and resource and corporate planning.

Budget: Included in the Corporate Services' budgets of $11.7 million for 2001/02.

Strategic Priorities: Industry Development and Resource Management

Goal: To achieve a government policy and regulatory environment that supports industry competitiveness and development.

Objective 1: Increase the fairness of the provincial share of federal expenditures, particularly in farm safety nets, research and development, adaptation and rural development, food industry development, and export promotion.

Key Strategies

Performance Measures

Output measures

▲ Negotiate an extension of the federal safety net agreement.

▲ A three- to five-year extension of the basic safety net funding agreement is negotiated by July 2002.

▲ Document and monitor B.C.'s share of federal programs, and help industry access federal programs by assisting with information and proposals.

▲ Inventory and analysis of federal expenditures is completed.

▲ The number and quality of B.C. funding and program applications increases by 25 per cent.

Key Strategies	Performance Measures
	Outcome Measures ▲ B.C. secures the recently negotiated larger share of federal safety net funding for a longer time period (i.e., three to five additional years), and also gains greater access to other programs.

Objective 2: Encourage federal policies and regulations on trade, taxation, investment, and food inspection which are supportive of B.C.

Key Strategies	Performance Measures
	Output measures
▲ Proactively represent B.C. on critical federal/provincial committees, especially trade committees.	▲ Federal policies that support development in B.C.
▲ Encourage harmonization of federal and provincial food inspection systems.	▲ The industry better understands the factors affecting food safety – measured over three years by the number of farms participating in the national on-farm Hazard Analysis and Critical Control Point (HACCP) System – and trading partners accept the B.C. inspection system.
	Outcome measures
	▲ There is greater knowledge and recognition at the federal level of B.C. issues and policy needs.
	▲ A more cost-effective food quality inspection system is established,

Key Strategies	Performance Measures
	as measured by rigorous food safety standards to maintain consumer and customer confidence.

Objective 3: Establish a policy framework to encourage greater flexibility in regulated marketing systems and support industry quality programs to provide industry diversification opportunities.

Key Strategies	Performance Measures
	Output measures
▲ Develop an ongoing consultation process with industry to discuss competitiveness options.	▲ A consultation process is developed and implemented, and a forum for discussing industry competitiveness is in place.
▲ Finalize and communicate policy statements for regulated marketing (e.g., the *Natural Products Marketing (B.C.) Act*).	▲ Regulations are in place to guide the B.C. Marketing Board and other marketing boards and commissions, and schemes are amended as necessary.
▲ Develop supporting regulations for industry food quality certification.	▲ Regulations are developed or revised as needed to support food quality legislation. ▲ Industry certifications are in place.
▲ Attract investment for new products and for value-added and downstream processing.	▲ Information on investment opportunities in B.C. is identified.
	Outcome measures
	▲ There is a better understanding and implementation of regulated

Key Strategies	Performance Measures
	marketing (public) policies by the marketing boards. ▲ Investors recognize the benefits of investing in B.C. food processing.

Objective 4: Influence the policies and regulations of other ministries and local governments to support agri-food sector development – particularly in land and water resource allocation, First Nations treaties, transportation and taxation.

Key Strategies	Performance Measures
	Output measures
▲ Act on Agri-Food Policy recommendations from the Select Standing Committee on Agriculture and Fisheries.	▲ The recommendations of the Select Standing Committee are followed-up over three years.
▲ Lead a review of the property tax system in 2001/02.	▲ Industry, local government, and other agencies understand the feasible options.
▲ In 2001/02, develop an improved information base on how government affects the agri-food sector in B.C., promote greater industry understanding, and implement measures to streamline regulations.	▲ An analysis is completed, in stages over the next three years, on B.C. as a place to do business.
▲ Lead the development of the provincial negotiation position on the Agricultural Land Reserve, for use in First Nations treaty negotiations.	▲ Recommendations for the provincial negotiating position are adopted by Cabinet.

Key Strategies

Performance Measures

Outcome measure

- Other agencies develop a better understanding of agri-food issues and how they affect policies and regulations.

Objective 5: Influence local government policies and planning – particularly local bylaws, property tax and water rates, and planning for agriculture – to support agri-food sector development.

Key Strategies

Performance Measures

Output measures

- In 2001/02, develop a consultation process with local governments on property taxation and related issues.
- There is an increase in the number of advisory committees and committee participants.

- Encourage the establishment of local agriculture advisory committees to influence local government policies and planning.
- Support the Agriculture and Food Division in its planning and bylaw processes.
- More local farm bylaws are enacted.

- Support the growth of First Nations agriculture by encouraging pilot projects.
- Pilot projects are developed, implemented and completed throughout 2001/02, 2002/03 and 2003/04.

Outcome measures

- There is a better understanding, at the local-government level, of the effects of municipal policies on local agriculture.

Key Strategies	Performance Measures
	▲ There is a greater awareness and a more positive view of agriculture at the local level.

Goal: Maintain a future-oriented and effective policy, legislative and planning framework for the ministry, to support its operations in achieving its overall goals and objectives.

Objective 1: Maintain a documented set of policies and communicate these throughout the ministry and to other relevant agencies.

Key Strategies	Performance Measures
	Output measures
▲ Develop an Agri-Food Policy framework that is based on industry consultations and the recommendations of the Select Standing Committee on Agriculture and Fisheries.	▲ The Agri-Food Policy framework is finalized, and a documented, accessible policy base is in place by mid-2002/03.
	Outcome measure
	▲ There is a greater awareness of ministry policies within the ministry and among other ministries and agencies.

Objective 2: Revise the ministry's legislative plan to achieve legislative priorities, and modernize and streamline legislation to achieve new ministry directions.

Key Strategies	Performance Measures
	Output measures
▲ Review the ministry's multi-year legislative plan.	▲ The legislative plan review and initiatives are completed and

Key Strategies

- Prioritize selected legislation that is essential to achieving new directions.

Performance Measures

approved by the ministry executive and central agencies.

- Cabinet priority is given to the ministry's legislative initiatives.

Objective 3: Influence resource planning through effective representation and improved information.

Key Strategies

- Ensure that resource information and policies are refined, documented and communicated, to assist regional and provincial planning.

Performance Measures

Output measures

- Information is made available for more effective resource planning and industry development, and participation in planning forums has an effect on interagency planning processes.

Outcome measure

- There is a greater understanding among line staff and other ministries of agri-food resource needs and issues.

Objective 4: Lead the corporate planning process within the ministry.

Key Strategies

- Support the ministry executive in a review of the strategic plan, taking into account the recommendations of the Select Standing Committee on Agriculture and Fisheries.

Performance Measures

Output measures

- An effective strategic planning process is in place by the end of 2001/02.

Key Strategies	Performance Measures
▲ Continue to develop and refine meaningful performance measures for the strategic plan and the performance plan.	▲ The first iteration of the revised performance measures is published in the ministry's next strategic plan by the end of 2002/03.
	Outcome measure ▲ An assessment of the ministry's performance measures is understood by decision-makers, particularly through the Estimates review.

Objective 5: Provide timely analysis of industry competitiveness, development and distress.

Key Strategies	Performance Measures
	Output measures
▲ Develop and maintain an accessible interactive data information and analysis system for the ministry, including resource information, which can provide better and more timely analysis of financial, production, geographic and economic data.	▲ An interactive database is up and running by December 31, 2001. ▲ The interactive database is being used by six to 10 users.
▲ Provide regular competitiveness reports on key sectors.	▲ Economic and financial analyses are prepared in a timely manner for the ministry executive.
▲ Provide resource information and analysis for treaty negotiations and regional and provincial planning forums.	▲ Information is provided to parties to treaty negotiations and participants in planning forums to help them understand the effects of land reallocation on the

Key Strategies	Performance Measures
	viability of agriculture, which depends on continued access to land and water.
	Outcome measure ▲ Government decision-making is supported by sound, accessible information and rigorous analysis.

CORPORATE SERVICES

Budget: $11.7 million for 2001/02. These figures include Policy and Legislation Services.

Goal: To provide the ministry with administrative and financial services that help the ministry operate efficiently and effectively, while ensuring compliance with government policies and procedures.

Key Strategies	Performance Measures
	Output measures
▲ Coordinate the preparation of annual expenditure, revenue and capital budgets, and carry out subsequent budgetary control functions.	▲ Actual expenditures do not exceed budgets. ▲ The number of actual Full-time Equivalents (FTE) does not exceed the number of allocated FTEs.
▲ Provide effective and timely finance and administration information, including meaningful forecasts of revenues and expenditures to year end, to ministry staff and central agencies.	▲ Useful, timely reports and analyses are available to program managers and executive, as measured by customer satisfaction surveys.
▲ Coordinate preparation of the ministry's multi-year performance plans.	▲ The ministry performance plan is prepared and tabled by April 30 each year.
▲ Ensure that effective finance and administration processes and controls are in place, including services related to the management of assets, records and contracts, as well as human resources, accounts payable, and information technology services.	▲ Ninety-five per cent of suppliers and contractors are paid within 30 days of goods received or invoice date. ▲ Develop a ministry succession plan by March 31, 2002.

Key Strategies	Performance Measures

	▲ Ninety-five per cent of classification reviews are completed within eight weeks of receiving appropriate documentation.
	▲ Ninety-five per cent of customer service requests are completed by Information Systems Branch within the following timeframes:
	  ▲ user identification requests are established within three days,
	  ▲ minor hardware/software acquisitions are completed within four weeks, and
	  ▲ major hardware/software acquisitions are completed within six months.

▲ Build a qualified, productive and diverse workforce by supporting staff development and opportunities for continuous learning, and by considering employment equity goals during recruitment.	▲ The annual training needs survey is completed by March 31 each year. ▲ Training plans are in place and budgets are established by April 1 each year. ▲ The percentage of designated groups within the ministry workforce improves by 10 per cent per year, to better reflect the overall provincial population average.

Key Strategies

- Utilize new and innovative electronic technologies to enhance client service.

Performance Measures

- Expand the ministry's industry information project (Info Basket) by developing and bringing into production eight new business focus areas in each of the next three fiscal years.
- Compile a review, by December 31, 2001, of ministry client services that can be or have been enhanced by utilizing electronic technologies.

RURAL DEVELOPMENT

Rural development is about creating opportunities for rural residents to break the boom-and-bust cycle and find greater stability and long-term sustainability in their local economies. The Rural Development Office encourages long-term prosperity for people living in rural British Columbia by working in a cross-ministry fashion to provide access to a diversified and sustainable resource base, and by helping rural citizens participate directly in deciding their own future.

Most of the office's work is on the Coast, in the Cariboo-Chilcotin, in the southern Interior and the Kootenays, and in the north (in cooperation with the Northern Development Commission).

The office reports to the deputy ministers of Agriculture and Food and of Government Policy and Communications.

Budget: $712,000 for 2001/02.

Strategic Priority: Industry Development

Goal: To encourage and support long-term prosperity and liveability for people living in rural areas of British Columbia.

Objective 1: Ensure implementation of the community recommendations from the Premier's summits on economic opportunity.

Key Strategies

- Report back to participants on the actions taken by government action taken on the Premier's summit recommendations.

Performance Measures

Output measures

- The office coordinates the preparation of a report on cross-ministry actions.
- The office prepares a final report card on each of the five economic summits for the respective regions.

Key Strategies	Performance Measures
	Outcome measure ▲ Participants are advised of the status of the implementation of their recommendations, and the process is completed.

Objective 2: Support and advise the minister and recommend actions on opportunities for economic and social development in rural B.C.

Key Strategies	Performance Measures
	Output measures
▲ Develop and support meetings in rural communities in which the minister participates.	▲ Four meetings or forums are held annually in rural communities which include participation by the minister.
▲ Provide a rural "lens" for cross-government policies and decisions.	▲ The office develops a rural regulatory impact statement or rural "lens" for Cabinet submissions.

Objective 3: Help rural British Columbians participate in deciding on their own future.

Key Strategies	Performance Measures
	Output measures
▲ Facilitate opportunities for rural citizens to identify economic and social priorities for their communities.	▲ There is an increase in the number of community economic roundtables being conducted each year. ▲ More projects are successfully implemented in each community.

Key Strategies

Performance Measures

Outcome measure

- Rural economic stability in B.C. improves, as reported by Statistics Canada in its National Labour Accounts.

Objective 4: Coordinate cross-government initiatives and work closely with local governments, citizens, First Nations and key stakeholders to put in place projects that contribute to diversification and development in rural B.C.

Key Strategies

- Help existing rural project efforts by raising their profile with the appropriate agency or agencies, and ensure that the agencies review and deal with the projects in a timely manner.

Performance Measures

Output measures

- A B.C. inter-ministerial rural team is established. The target success rate for implementation of projects referred to the team is 25 per cent..
- More projects by rural groups and communities are reviewed in a timely manner and successfully brought to completion.

Outcome measures

- Rural projects are made a priority across government agencies.
- There is a decrease in project implementation and an increase in agency coordination.

RESOURCES

PERFORMANCE PLAN BUDGET AND FULL-TIME EQUIVALENT (FTE) SUMMARY

($ Thousands)

		2001/02	2000/01
MINISTRY OPERATIONS			
Agriculture and Food (including the Okanagan Valley Tree Fruit Authority)			
Associated goals and objectives: To capture growth opportunities in emerging sectors and maintain established core sectors. To maintain access to land and water for agriculture, and to protect land and water quality.	**Budget**	$32,820	$36,906
	FTEs	206	190
Selected performance targets and actuals:			
1. Percentage of planned industry development initiatives completed (target: 70%).		75%	75%
2. Early detection and containment of reportable diseases in livestock and plants (target: 0 spread).		0	0
3. Percentage of the B.C. public that is aware of the Buy BC logo and B.C. agri-food products (target: 80%).		75%	65%
4. Percentage of commercial farmers and ranchers with environmental plans in place (target: from 5% in 2000/01 to 30% in 2003/04).		10%	5%
Agriculture Risk Management			
Associated goals and objectives: To minimize the risks to farmers from natural disasters, weather hazards, disease, pests, and erratic markets. To prevent the need for ad hoc government financial assistance.	**Budget**	$20,245	$19,096
	FTEs	36	33
Selected performance targets and actuals:			
1. Percentage of eligible crops covered by crop insurance (target: 70%).		70%	70%
2. Amount of ad hoc payments made.		0	0
3. Percentage of income stabilization program participants realizing 70% of their five-year average (target: 80%).		80%	80%
Corporate Services (including Policy and Legislative Services)			
Associated goals and objectives: To provide the ministry with executive direction, policy development, economic and statistical services, communications services, and finance administration, human resources and information technology services to support efficient and effective ministry operations. To achieve a government policy and regulatory environment that supports industry competitiveness and development.	**Budget**	$11,694	$10,895
	FTEs	90	86

		2001/02	2000/01
Selected performance targets and actuals:			
1. B.C.'s share of federal safety net expenditures is in proportion to B.C.'s share of National Farm Market receipts (target: 5%).		5%	5%
2. Actual expenditures do not exceed budget targets (target: 0%).		0%	0%
Rural Development			
Associated goals and objectives: To encourage and support long-term prosperity and liveability for people living in rural areas of British Columbia.	**Budget**	$712	$700
	FTEs	5	0
BOARDS, COMMISSIONS AND SPECIAL ACCOUNTS			
Land Reserve Commission			
The commission files a separate performance plan.	**Budget**	$3,357	$3,042
	FTEs	33	32
B.C. Marketing Board / Farm Practices Board			
The boards file separate performance plans.	**Budget**	$951	$896
	FTEs	7	7
Grazing Enhancement Fund			
Associated goals and objectives: To enhance Crown range grazing capacity for livestock, while supporting environmental values.			
	Budget	$2,500	$2,500
	Less transfer from ministry Operations vote	(2,500)	(2,500)
Selected performance targets and actuals:			
1. Stable or no net loss of tenured grazing units (target: 0% loss).		0%	0%
Livestock Protection			
Associated goal and objectives: To provide compensation to an owner for livestock killed or injured by a dog that is not owned or kept by the livestock owner, and to encourage good dog husbandry practices in the province.			
	Budget	$20	$20
	FTEs	–	–
	TOTAL AGRICULTURE AND FOOD TARGET BUDGETS	**$69,799**	**$71,555**
	TOTAL FTEs	**377**	**348**

SUPPORTING INFORMATION

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Current to March 2001

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Abbotsford Agricultural Centre

1767 Angus Campbell Road, V3G 2M3
Toll-free 1-888-221-7141
Phone (604) 556-3001 / Fax 556-3030

Resource Management

Phone (604) 556-3100 / Fax 556-3099

Animal Health

Toll-free 1-800-661-9903
Phone (604) 556-3003 / Fax 556-3010

Courtenay

331B 6th Street, V9N 1M2
Phone (250) 334-1239 / Fax 334-1472

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Room 200, 42 8th Avenue South
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5785 Duncan Street, V9L 5G2
Phone (250) 746-1210 / Fax 746-1292

Fort St. John

Suite 350, 10003 110th Avenue
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Kamloops

162 Oriole Road, V2C 4N7
Toll-free 1-888-823-3355
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Kelowna

Suite 200, 1690 Powick Road
V1X 7G5
Crop Insurance (toll-free)
1-888-332-3352
Phone (250) 861-7211/ Fax 861-7490

Oliver

Court House, Bag 5000
9971 350th Avenue, V0H 1T0
Toll-free 1-888-812-8811
Phone (250) 498-5250 / Fax 498-4952

Prince George

Experimental Farm Site
2288 Old Cariboo Highway
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MAP OF REGIONS AND OFFICES